Approved For Release 2008/07/31 : CIA-RDP85B00552R001100030001-1

DDA Reg. [illegible]
82-2150/1

7 September 1982

MEMORANDUM FOR: Deputy Director for Administration

THROUGH: Executive Officer to the DDA

SUBJECT: Status of Finance

1. This is a follow-up to my remarks at the Staff Meeting held on Friday, 3 September, regarding the status of the Office of Finance. The following paragraphs recap and expand my comments and add statistics.

2. This Office is affected when Agency operations increase. During FY 1981 and 1982 Agency operations were increased, additional employees were hired, more annuitants were hired, more personnel served under [redacted] more travel was performed, more invoices were received and paid, more contrasts of greater dollar value were executed, and there was a constant stream of regulatory changes to pay, retirement and invoice payment systems mandated under Federal law and by Agency policy. All of these things caused Office of Finance workloads to be greater in 1981 than they were in 1980, and greater again in 1982 than they were in 1981. The Agency budget for 1983 again projects increases over 1982 and the same thing is forecast for 1984 over 1983. Continuing legislative changes which are aimed at the entire Government will also continue to impact on the financial systems of our Agency for the foreseeable future. 25X1

3. In Fiscal Years 1981 and 1982 the Office of Finance met the challenges of increasing quantities of work without any increases in staff or any significant improvements in automated systems. In fact, during these years a small but growing portion of our work force was devoted to beginning steps toward improving our automated systems through long range systems developments. The negative effects of these increased efforts resulted in a diminution of training off and on the job for finance officers and a serious reduction in our quick response capability which at present is non-existent. We now can take on new tasks only by reducing production on present priorities and we are concerned about a loss of quality in our people and processes. This is really an intolerable situation if the Agency is to maintain its financial and managerial integrity in such things as bill paying, payrolling active and retired personnel, protecting against fraud and misuse of funds and providing prompt, secure and effective support to clandestine operations.

[redacted] 25X1

Approved For Release 2008/07/31 : CIA-RDP85B00552R001100030001-1

Approved For Release 2008/07/31 : CIA-RDP85B00552R001100030001-1

SECRET

NOT

4. The FY 1984 budget submission of the Office of Finance, including the special support supplemental package will provide enough resources to allow us to meet 1984 Agency requirements as currently stated. Unfortunately, this package will now allow us to meet 1983 Agency requirements as we now see then and still move ahead on automated systems improvements and meet the flood of new legislative requirements that are coming from Congress. We absolutely need to have some of the 1984 resources in 1983 or we must limit or postpone some requirements. We believe that unless similar resources are made available to the Office of Logistics and the Office of Data Processing, their work in support of programs which affect financial systems will also have to be selectively done instead of meeting all valid requirements. Our needs are for people to do present production, people to develop new systems, funds for salaries and benefits, funds for the purchase of additional systems equipment and funds for contract work in new systems development. There is no question about these requirements. The only question is when will they be accomplished.

5. The attached statistics are evidence to support the above statements.

25X1

Att

Approved For Release 2008/07/31 : CIA-RDP85B00552R001100030001-1

25X1
Approved For Release 2008/07/31 : CIA-RDP85B00552R001100030001-1

Page Denied

Approved For Release 2008/07/31 : CIA-RDP85B00552R001100030001-1

Approved For Release 2008/07/31 : CIA-RDP85B00552R001100030001-1

TRANSMITTAL SLIP	DATE 2 Sept 82

TO: DDA

ROOM NO.	BUILDING

REMARKS:

ED/DDA [signature] 2 SEP 1982

DDA [signature] 7 SEP 1982

Harry: I've attached a copy of our 82 game plan & have cc for OD's.

FROM:

ROOM NO.	BUILDING	EXTENSION

FORM NO. 241 REPLACES FORM 36-8 (47)

25X1

Approved For Release 2008/07/31 : CIA-RDP85B00552R001100030001-1

Approved For Release 2008/07/31 : CIA-RDP85B00552R001100030001-1

Administrative - Internal Use Only

Executive Registry
82-5818

DD/A Registry
82-2150

100-18

2 September 1982

MEMORANDUM FOR: Executive Director
Deputy Director for Intelligence
Deputy Director for Science and Technology
Deputy Director for Operations
Deputy Director for Administration

FROM : Executive Assistant to the DDCI

SUBJECT : 8 September Meeting with the DCI

1. The Director would like to meet with you on 8 September at 1500 in the DCI Conference Room for a general "how's it going" session. You should use this as an opportunity to discuss any problems you have, including personnel problems and possibilities for exchanging personnel. You can also advise him about those things that are going well and identify anything that we are not doing that we should be.

2. The DDCI would like to review possible discussion items with you beforehand on 7 September at 1530 in his office.

82-2150

25X1

[redacted]

Administrative - Internal Use Only

DCI EXEC REG

Approved For Release 2008/07/31 : CIA-RDP85B00552R001100030001-1

Approved For Release 2008/07/31 : CIA-RDP85B00552R001100030001-1

DD/A Registry
82-2034

MEMORANDUM FOR: Director of Central Intelligence

VIA: Deputy Director of Central Intelligence
Executive Director

FROM: Harry E. Fitzwater
Deputy Director for Administration

SUBJECT: Overtime

1. Several weeks ago we discussed the Agency's use of overtime. Forwarded herewith is a report which we furnished to you last November on this subject. Although we have had an incident involving a fraudulent time and attendance claim, I would reemphasize the vast amount of overtime which is donated by our people.

2. On the subject of overtime, you may be interested in the substantial reduction in overtime in the Cable Secretariat area which was recently brought to my attention. Since the Automated Printing and Reproduction System (APARS) was implemented in February 1982, overtime has been reduced in the cable mail-room by 84 percent! Attached is a chart, with the pay periods, which reflects this reduction.

Harry E. Fitzwater

Attachments

Distribution:
0 - Adse w/atts
1 - DDIC w/atts
1 - EXDIR w/atts
1 - ER w/atts

Regraded Administrative Internal
Use Only When Separated From
Attachments

Approved For Release 2008/07/31 : CIA-RDP85B00552R001100030001-1

Approved For Release 2008/07/31 : CIA-RDP85B00552R001100030001-1

DD/A REGISTRY
FILE: 52

DD/A Registry
82-1985

9 August 1982

[redacted] 25X1

Per your request on Friday, the attached charts are for your information and use, as appropriate.

The 84 percent reduction in overtime figure that I mentioned to Mr. Fitzwater is, as I noted, a reduction in the amount of overtime used in the cable mailroom only and is the direct result of the implementation of the Automated Printing and Reproduction System (APARS) which became operational on 21 February 1982. The reduction figure, which represents both scheduled and unscheduled overtime, was computed using the first pay period in February 1982 as a base.

I've also attached an additional chart which cites the overall reduction in Cable Secretariat's overtime use since February 1982. The reduction has been achieved not only because of APARS but because of an automated dissemination program which began in 1981 and has achieved its greatest results recently.

[redacted] 25X1

Approved For Release 2008/07/31 : CIA-RDP85B00552R001100030001-1

25X1
Approved For Release 2008/07/31 : CIA-RDP85B00552R001100030001-1

Page Denied

Next 5 Page(s) In Document Denied

Approved For Release 2008/07/31 : CIA-RDP85B00552R001100030001-1

Approved For Release 2008/07/31 : CIA-RDP85B00552R001100030001-1

Directorate of Administration
Annual Report to Congress Submission

DDA 1981 Overview

In spite of austere resources, the Directorate continued to provide timely administrative support, in most areas, to Agency components. Serious personnel shortages in several key areas, particularly communications, persisted throughout much of the year. The need for recapitalization in the areas of communications, logistics, training, and security continued to be most evident during 1981, which reinforces the budgetary initiatives undertaken in these areas. The pressures for expanded support were felt throughout the year. The increasing security threat to our people and facilities overseas presented a rash of problems. Growing demands for automated data processing support continued. Enhanced training in a variety of skills was very much in demand, especially in the areas of language, operational, and analytical training. Critical space requirements consumed much time and effort on the part of Directorate personnel. And continued pressures to meet the requirements of the Privacy Act and FOIA absorbed substantial resources.

25X1

I. PERFORMANCE HIGHLIGHTS IN 1981

Approved For Release 2008/07/31 : CIA-RDP85B00552R001100030001-1

Approved For Release 2008/07/31 : CIA-RDP85B00552R001100030001-1

25X1

Communications

25X1

Data Processing

A major part of the effort and attention of the Office of Data Processing (ODP) has been focused on improving the productivity of the ODP user community. During 1981 productivity measurements indicated that ODP systems did indeed achieve this goal. In addition, a variety of new computer systems and services were implemented during the year. While support for ongoing programs continued, ODP was heavily involved in the development of SAFE, the upgrading of CAMS, TADS, etc. Because of budgetary constraints on the acquisition of terminals, user requirements could not be fully met. Also, a backlog of user requirements for applications software development was not met because of a shortage of applications programmers. This shortage in applications programmers is the result of an eight-year freeze on increasing their numbers in ODP and the fact that those on board are heavily involved in maintaining an expanding portfolio of developed applications systems. Relief will be realized in this area if ODP is successful in gaining the new positions requested in the FY-1983 program.

Logistics

During the past year, the Office of Logistics continued to provide the full range of logistical services responsive to Agencywide requirements. Such services included printing and photography, centralized procurement, transportation, mail and courier support, and general housekeeping activities. While

SECRET

Approved For Release 2008/07/31 : CIA-RDP85B00552R001100030001-1

Approved For Release 2008/07/31 : CIA-RDP85B00552R001100030001-1

the General Serivces Administration (GSA) is directly responsible for the latter, it has historically not been responsive to the Agency's needs in this area. During 1981, however, consummating years of negotiations, GSA has delegated several of its authorities to the Agency in terms of leasing space and the operation, maintenance, and construction at Building 213.

In conjunction with the Directorate of Operations, the Office of Logistics has increased inventories of strategic reserve stocks [redacted] 25X1
[redacted]; this program is expected to grow in response to the Agency's increasing 25X1
role in covert action/paramilitary activites. Other significant accomplishments during the past year include the completion of the architectural design and engineering phase of the planned expansion [redacted] the preliminary 25X1
work completed by the Building Planning Staff with regard to a proposed new building on the Headquarters compound; and the improved responsiveness and efficiency in printing and photography by the acquisition of automated equipment. 25X1

Security

[redacted]

[redacted] Another area of concern is the physical protection of our people and 25X1
facilities abroad. An integral part of this effort involves visits by physical, technical, and personnel security specialists. This program, though hit hard by the substantial increase in travel costs, must continue as one of our high priority efforts.

The increasing complexities and challenges in the intelligence security field are shared by other members of the Intelligence Community. Security of installations abroad, computer security concerns, and personnel security processing problems are, for the most part, shared by the intelligence agencies. The Office of Security is very much involved in a host of Community-wide efforts, including the Moscow Embassy program and the implementation of the Community-wide Computer-assisted Compartmentation Control System (4C). The increasing demands regarding security cannot be met with the limited resources available unless interagency cooperation becomes part of our daily routine.

Approved For Release 2008/07/31 : CIA-RDP85B00552R001100030001-1

Approved For Release 2008/07/31 : CIA-RDP85B00552R001100030001-1

Training

During 1981 the demand for and participation in training programs reached new highs. There were 98 different courses of instruction offered 359 times, excluding language training. In addition, we had over 5,000 enrollments in external training. The past year has witnessed the beginning of what we believe will become strong, mature programs in two particular areas: the growth and development of analysis training and the professional development program. The dramatic increase in operational and paramilitary training has placed extremely heavy demands on the staff and facilities of the Office of Training and Education (OTE). The steady influx of career trainees, most of whom are DDO-bound, will continue to place additional burdens on OTE's resources as well as the need for tutorial tradecraft instruction of agents, nonofficial cover officers, foreign liaison personnel, etc. The decline in the Agency's language skills has also had a substantial effect on training resources. We are now providing language instruction to more students than ever before. The [redacted] operating beyond its capacity, and the use of Agency aircraft has been extremely heavy. In order to keep pace with the increasing training requirements, we must upgrade our present facilities, provide for an increase in classroom space, and increase the number of instructors. 25X1

Support Services

A significant effort was expended by the Office of Medical Services (OMS) in Project SAFEHAVEN. This program, which provides for extensive first-aid self-help equipment and training to assist employees in handling medical emergencies abroad when professional medical assistance is not available, represents the combined efforts [redacted] 25X1
affairs agencies. OMS' Center for Counterterrorism and Crisis Response continued to play a key role in providing guidance regarding the released Iranian hostages. Computer-assisted programs have been utilized extensively in aiding the medical services provided to Agency employees. During 1981, psychological and psychiatric programs have been fully exploited in the area of testing and assessment as well as in pioneer efforts involving psychobiographic studies of disaffected employees. The support provided by our Regional Medical Officers located abroad both in terms of operations and the well-being of our employees continued to be most effective.

Despite the intricacies of covert funding, the wide variety of official and nonofficial covers in use, the Office of Finance continued to provide timely assistance in support of the Agency's needs, its financial accounting systems, and its financial controls. During 1981 over [redacted] 25X1
foreign currencies were purchased for operational use; over 1,400 commercial audit reports were prepared; and intricate financial agreements were negotiated with other government agencies in support of the Agency's activities. The most persistent problem area continues to be the updating of our automated financial systems, which are suffering from the lack of programmers. This is particularly critical in the payroll arena where our antiquated, automated payroll system is not providing timely, efficient responses to our needs.

Approved For Release 2008/07/31 : CIA-RDP85B00552R001100030001-1

Approved For Release 2008/07/31 : CIA-RDP85B00552R001100030001-1

The Office of Information Services (OIS) played an instrumental role in developing and coordinating the Agency revisions to Executive Order 12065. During 1981 this Office also initiated the processing of over 3,000 new cases under the Freedom of Information and Privacy Acts and the mandatory classification review requests. In addition, we strengthened our information handling program by incorporating most of the Agency's information and handling positions into a separate career subgroup. Through this action we can provide a cadre of employees specializing in information handling matters with professional development and more varied career opportunities.

II. RELATIONS WITH CONSUMERS

The bulk of our customers are within the Agency. The principal area of service to other government agencies is in the communications field. Relations with our customers in this area are excellent; the support provided by the Office of Communications has been timely, responsive, and efficient.

III. FUTURE RESEARCH AND DEVELOPMENT PLANS

The Administration Directorate is pursuing a research and development program utilizing state-of-the-art technologies to enhance physical security capabilities and information processing systems. The program includes data communications security and addresses detection and prevention of system penetration, data base encryption, and compartmentation of computer accessible information. Research activities will also address the problem of protection of newer classes of office equipment from RF interrogation and will keep the Agency abreast of advances in TEMPEST or other technologies to protect Agency information systems. The program provides for the development of new communications technologies such as: "smarter" HF, satellite and mixed-media communications terminals, as well as the use of graded fibre optics for high bandwidth communications. In text processing we are seeking software designs to efficiently process digitally stored textual information. In data base management we continue to seek new and easier access, retrieval, and processing of stored information; graphics and alphanumeric displays; and computer-aided instruction. This program addresses the prevention of unauthorized copying of sensitive documents. And finally, our program continues efforts to improve polygraph utilization by improving accuracy, detection and neutralizing countermeasures, and providing covert/remote polygraph capability.

IV. PRESENT AND PROJECTED RESOURCE NEEDS

The Office of Communications has drafted a comprehensive plan to modernize our communications worldwide. Modernization is essential to enhance the collection and timely dissemination of intelligence and to accommodate the use of automatic information handling systems in the field. Modernization is also vital if we are to ensure the continuity of communications under various contingency conditions. [redacted] 25X1

[redacted] 25X1

Approved For Release 2008/07/31 : CIA-RDP85B00552R001100030001-1

Approved For Release 2008/07/31 : CIA-RDP85B00552R001100030001-1

25X1

The need for recapitalization has been alluded to several times in this presentation. Capital improvements are required to ensure that our present facilities and utilities remain reliable and responsive to our operations. Additional resources will be required in order to continue with our plan to centralize Agency activities on the Headquarters compound, which ultimately will eliminate the present inefficiency and security risks inherent in the present decentralized configuration.

Because of limited resources over the recent past, the Agency has not been able to make maximum use of data processing technology. Many of the Agency's present data systems are only partially automated and many systems are approaching obsolescence. An injection of both funds and personnel is sorely needed in this area.

If we are to keep pace with the challenges that confront us in all of the support areas, we must be able to take on board personnel to replace the number of experienced Directorate personnel who have left the Agency over the past five years. We simply cannot afford to wait until the requirements for support from the expansion of the Agency's collection and production activities are upon us. Given the limited lead time currently available to us, we frequently find ourselves in a reactionary mode, taking resources from one essential activity to support another. We are making a concentrated effort to work with the other directorates to determine their support requirements as far in advance as possible. Assuming that the Directorate of Administration's FY-1983 program gets through the approval process intact, an appropriate level of resources, especially funding for recapitalization, will be available to support the Agency's rebuilding efforts.

Approved For Release 2008/07/31 : CIA-RDP85B00552R001100030001-1